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26 APR 1973

**MEMORANDUM FOR:** Executive Secretary, CIA Management Committee  
Deputy Director for Intelligence  
Deputy Director for Management and Services  
Deputy Director for Operations  
Deputy Director for Science and Technology

**SUBJECT :** Nominations for Senior Officer Schools, 1974-75

1. In August 1973 the Training Selection Board will consider CIA officers to attend the 1974-75 sessions of the following:

- / - Air War College
- / - / - Armed Forces Staff College
- / - Army War College
- / - Industrial College of the Armed Forces
- / - National War College
- 2 - Naval War College
- 2 - Senior Seminar in Foreign Policy
- / - / - Advanced Management Program, Harvard University
- 2-2 - Program for Management Development, Harvard University
- / - Royal College of Defence Studies, London

The Board will then recommend candidates and alternates to the Executive Secretary, CIA Management Committee, for final approval. To assist in accomplishing this selection action on schedule, please forward your nominations to the Chairman, Training Selection Board by close of business Friday, 15 June 1973.

2. Quotas are filled on an Agency-wide basis and you may nominate as many candidates as you wish for any of the schools. Careful attention should be given not only to the overall qualifications of nominees but especially to their ability to serve as able representatives of CIA. Last year the age problem was again improved by the nominating of younger officers, but we continue to suggest that you nominate candidates who are several years below the maximum age limit.

3. Please submit six copies of a nominating statement and an up-to-date biographic profile and one copy of a recent photo--for example, a passport photo or one from the Badge Office--for each candidate.

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The nominating statement should provide pertinent information on the nominee's Agency experience and on the assignment planned for him upon completion of the proposed training, and should indicate how the recommended training will benefit the Agency and the individual. We ask that you submit Xerox copies rather than carbon copies.

4. Last year we asked that nominees for the three military schools--Army War College, Naval War College, and Air War College--be nominated indiscriminately for all three, and we found that this process seemed to work satisfactorily. Over the last several years we have tended to select people according to the direct application of the external training to their own work; for example, last year one of our selections for the Naval War College was a man whose work in the Office of Strategic Research had to do with the Soviet Navy.

5. I would also suggest that, during your selection process, you consider the possibly greater relevance of the CIA Senior Seminar for your best people--bearing in mind that seven of the external courses last ten or eleven months and that a number of them are only intermittently geared to the professional concerns of senior intelligence officers. The CIA Senior Seminar is now an established event on the calendar. During 1974 there will be two runnings of this nine-week course, beginning in March and September. I would like to remind you that it has many advantages over the external schools. Every hour of it is relevant to the work of senior officials of this Agency, and it lasts only nine weeks instead of close to a full year.

6. Attached are a list of the schools showing the grade and age levels for each, a brief description of each program, and a copy of the guidelines to be applied in identification of nominees. If you have any questions, please call [REDACTED] Executive Secretary, Training Selection Board, extension 2193.



Attachments

cc: Members, Training Selection Board  
Senior Training Officers

*SIGNED*

**HUGH T. CUNNINGHAM**

Chairman

Training Selection Board

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SENIOR OFFICER SCHOOLS

	<u>Grade</u>	<u>Age</u>
Advanced Management Program, Harvard	GS-16 or above	40 - 50
Air War College	GS-14 & GS-15	not specified*
Armed Forces Staff College	GS-13 or above	30 - 45
Army War College	GS-14 or above	35 - 45
Industrial College of the Armed Forces	GS-15 or above	35 - 45 (preferably 38-45)
National War College	GS-15 or above	35 - 45 (preferably 38-45)
Naval War College	GS-14 or above	35 - 45
Program for Management Development, Harvard	GS-13 - GS-15	30 - 40
Royal College of Defence Studies, London	GS-15 or above	40 - 50
Senior Seminar in Foreign Policy	GS-16 & GS-17	40 - 50

\*Formerly 35 - 46. It is clear, however, that for this as for other military schools, students in their late 40's are conspicuously older than their fellow-students from the services and other agencies.

April 1973

## SENIOR SERVICE SCHOOLS

AIR WAR COLLEGE -- ten months (August to June), Maxwell Air Force Base, Montgomery, Alabama.

The Air War College mission is to prepare senior officers for high command and staff duty by developing a sound understanding of military strategy in support of national security policy and to insure an intelligence contribution toward the most effective development and employment of aerospace power. The environment of the college is oriented toward a free expression of ideas and an opportunity for independent and group analytical and creative thinking. GS-14 and GS-15, maximum age not specified.

ARMED FORCES STAFF COLLEGE -- five months, twice a year (February and August), Norfolk, Virginia.

The objectives are: To promote teamwork among the armed services; to prepare officers in the organization, planning and conduct of joint and combined operations; to prepare officers for duty in the higher echelons of the Armed Forces; to promote the development of understanding between higher echelons of the Armed Forces and those other agencies of the Government which contribute to national security; and to provide an appreciation of the related aspects of national and international security. GS-13 or above, 30 to 45 years of age.

ARMY WAR COLLEGE -- ten months (August to June), Carlisle Barracks, Pennsylvania.

Its mission is to prepare senior officers for command and high level staff duties, with emphasis on Army doctrine and operations, and to advance interdepartmental and interservice understanding. GS-14 or above, 35 to 45 years of age.

INDUSTRIAL COLLEGE OF THE ARMED FORCES -- ten months  
(August to June), Fort McNair, Washington, D.C.

The mission of the Industrial College is to conduct courses in the economic and industrial aspects of national security and in the management of defense programs and resources in broad political, social, and military context. Interrelated military, logistical, administrative, scientific, technological, political, and social factors affecting national security are considered to the extent that they are pertinent. GS-15 or above, 35 to 45 years of age (preferably 38 to 45).

NATIONAL WAR COLLEGE -- ten months (August to June), Fort McNair, Washington, D.C.

The course of study is concerned primarily with the conduct of national security affairs. It involves detailed analysis of the various political, economic, psychological, and military factors included in national security policy making. The mission of the College also includes study of the nature of national power, the national interests and objectives of other nations, and ways to avoid armed conflict. GS-15 or above, 35 to 45 years of age (preferably 38 to 45).

NAVAL WAR COLLEGE -- ten months (August to June), Newport, Rhode Island.

The purpose of the School of Naval Warfare is to promote an understanding of seapower and maritime strategy, a comprehension of international affairs, an appreciation of the contribution to national security of each of the military services and other Government agencies, proficiency in planning and conducting naval, joint and combined operations, and sound military judgment. GS-14 or above, 35 to 45 years of age.

ROYAL COLLEGE OF DEFENCE STUDIES (formerly Imperial Defence College) -- eleven months (February to January), London, England.

The course is designed to prepare senior military officers of the Commonwealth for positions of increased responsibility in the conduct of national affairs and to provide students in each year's class with ample opportunities to learn about each other and to come to appreciate each other's point of view. GS-15 or above, 40 to 50 years of age.

SENIOR SEMINAR IN FOREIGN POLICY -- ten months (August to June), Foreign Service Institute, Department of State, Washington, D.C.

The Senior Seminar is the most advanced program of studies in international relations and foreign policy offered by the United States Government. The Seminar provides an opportunity for a free and vigorous inquiry into some of the complexities of foreign policy and U.S. domestic problems. It aims to broaden and deepen the thinking of its members with regard to domestic and foreign affairs. It seeks to stimulate their creative powers and to enhance their capacity to make thoughtful judgments. GS-16 and GS-17, 40 to 50 years of age.

EXECUTIVE DEVELOPMENT - MANAGEMENT PROGRAMS

ADVANCED MANAGEMENT PROGRAM -- two 13-week sessions (spring and fall) plus additional programs of six weeks each in two consecutive summers. Harvard University, Boston, Massachusetts.

The Advanced Management Program is intended for executives who now occupy or will shortly assume positions at senior policy-making levels. Among the objectives of the program are the refinement of the skills, knowledge, and understanding essential for business leadership, development and reinforcement of specific capabilities such as the analysis of data for managerial control, performance measurement and decision-making, and a heightened perception and adeptness in dealing with the human elements of organizations. GS-16 or above, 40 to 50 years of age.

PROGRAM FOR MANAGEMENT DEVELOPMENT -- two 14-week sessions (spring and fall), Harvard University, Boston, Massachusetts.

This program is designed to meet the requirements of younger men, currently filling responsible positions at the operating level, who have demonstrated by performance that they are potential top-echelon managers. The program is designed to aid managers in penetrating the functional barriers that limit a mutual appreciation of the capabilities, limitations, and problems of the basic operating units in a given business. GS-13 to GS-15, 30 to 40 years of age.

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Guidelines for Identifying Senior Officer School Candidates

1. The Training Selection Board will abide by the schools' age limits. Nominees shall be considered only if they will be under the age limit the year of proposed entry into a school.
2. In the course of the selection process, candidates should be ranked by their sponsoring offices and Directorates and their names submitted in preferential order to the Training Selection Board.
3. Since it is often advisable for the Training Selection Board to consider an individual for a school other than the one for which he was nominated, the people making the nominations should specify if an individual may be considered for more than one service school and, if so, in what order of preference. Conversely, where only one school is considered to be appropriate for an individual, an explanation should be included.
4. The more information a nominating office can give the Training Selection Board about the future prospects for a nominee, the better are his chances for selection. This information often becomes crucial in breaking a tie in ranking of candidates.
5. The nominators should be able to assure the Training Selection Board that all appropriate parties have been informed of a nomination, especially the person being nominated, and that consequences to him and to his family, if he is selected, will have been taken into account. If a nominee is serving in another Directorate, it is also important that both Directorates are aware of the nomination. Several embarrassing incidents with respect to recent nominations demonstrated that it is important for everybody to be informed.
6. Care should be taken not to nominate an individual for a relatively junior school if his office has any intention of nominating him in the next several years for a more senior school. Last year we rejected one man from consideration for the Army War College because he had fairly recently attended the Armed Forces Staff College.
7. An officer who has attended one senior external training program is not likely to be selected for another senior program within the succeeding three to five years. Last year one officer was rejected from consideration for the Advanced Management Program because he had attended the Industrial College of the Armed Forces two years earlier.
8. Since the highly qualified competitors for these schools are likely to be more numerous than can be accommodated, it would be helpful for all members of a Career Service Board to be familiar with the training opportunities presented in the Office of Training Catalog and to be thinking of alternatives for those who are not selected.

Approved by Executive Director-Comptroller  
14 May 1971